

BEFORE THE GOVERNING BOARD OF THE  
SAN FRANCISCO UNIFIED SCHOOL DISTRICT  
CITY AND COUNTY OF SAN FRANCISCO

In the Matter of the Non-Reemployment of  
139 Full-Time Equivalent Administrative  
Services and 140 Full-Time Equivalent  
Instructional Services Certificated  
Employees,

Respondents.

OAH No. 2011021007

**PROPOSED DECISION**

Administrative Law Judge David L. Benjamin, State of California, Office of Administrative Hearings, heard this matter in San Francisco, California, on April 4 and 5, 2011.

John R. Yeh, Attorney at Law, Dannis Woliver Kelley, and Leah J. Won, Deputy General Counsel, San Francisco Unified School District, represented complainant Roger L. Buschmann, Chief Administrative Officer, Human Resources, San Francisco Unified School District.

Robert D. Links, Attorney at Law, Slote and Links, represented respondents Michael Cosimano, Shannon R. Fierro, Lawrence P. Gotanco, Shawn Hamdard, Jeremy Brian Hilinski, Richard Gregory John, Melissa Anne Lambert, Diana Leigh Marshall, Sheila S. Milosky, Mary Louise Newling, Jason Allen Owens, Catherine Carmen Rico, Letty M. Rising, Susan Elizabeth Ryan, John R. Simard, Luvy C. Vanegas-Grimaud, Lena L. Van Haren, and John Conrad Zamora, all of whom are members of the United Administrators of San Francisco (UASF).

Stewart Weinberg, Attorney at Law, Weinberg, Roger & Rosenfeld, represented all of the remaining respondents, all of whom are members of the United Educators of San Francisco (UESF).

The record remained open for the submission of written briefs, which were timely filed. The district's opening brief was marked Exhibit 30. The brief of UESF was marked Exhibit A. (No brief was submitted by UASF.) The district's reply brief was marked Exhibit 31. The record closed and the matter was deemed submitted on April 19, 2011.

## FACTUAL FINDINGS

1. Complainant Roger L. Buschmann issued the accusation in his official capacity as chief administrative officer of the San Francisco Unified School District (district).

2. Respondents are certificated employees of the district. The respondents are identified on Appendices A and B, attached hereto and incorporated herein by this reference.

3. On March 1, 2011, the district's governing board adopted Resolution No. 113-1S01a (as amended), in which it resolved to reduce or discontinue particular kinds of services for the 2011-2012 school year, and directed the superintendent to give notice to certificated employees that their services would be reduced or eliminated at the end of the 2010-2011 school year (the PKS resolution). The resolution states that "a total of 139 FTE in administrative services and 140 FTE in instructional services, as set forth in Exhibit A, shall be reduced or eliminated . . . ."<sup>1</sup> (Original emphasis.) Exhibit A to the board's resolution is set forth in Appendix C to this proposed decision, attached hereto and incorporated herein by this reference.

The reductions in instructional services are divided between the district's elementary, middle and high school programs, and the PKS resolution further identifies the reductions by program or service. For example, the 53 FTE reduction in the elementary school program is broken down into the non-classroom and classroom programs, and then more particularly by area (e.g., nurses, teacher on special assignment), program (e.g., Visual and Performing Arts Program) or service (e.g., physical education, 4th grade services). The reductions in the middle and high school program are similarly described.

### *Bumping issues*

4. As a general principle, permanent and probationary certificated employees must be laid off in inverse order of their seniority. (Ed. Code, § 44955, subd. (c).) Under Education Code section 44955, subdivision (b), no permanent employee may be terminated "while any probationary employee, or any other employee with less seniority, is retained to render a service which said permanent employee is certificated and competent to render." A school district must "make assignments and reassignments in such a manner that employees shall be retained to render any service which their seniority and qualifications entitle them to render." (Ed. Code, § 44955, subd. (c).) The process by which a senior employee displaces a junior employee is commonly referred to as "bumping."

5. The district created a detailed bumping chart for the proposed 2011-2012 layoffs. The chart is correlated to the reductions identified in the PKS resolution. Thus, for each program and service identified in the PKS resolution, the bumping chart identifies the person or position to be reduced; the person's FTE, seniority date and credentials; the person

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<sup>1</sup> "FTE" means full-time equivalent.

who will be bumped, and that person's FTE, seniority date and credentials. In some cases, the person to be bumped has not been finally determined, because there may be more than one bumping path that the district can follow.

6. UESF notes that the bumping chart goes deeper than the reductions called for in the PKS resolution; that is, it identifies the bumping rights of employees beyond those who are likely to be affected by the layoff. For example, in Visual and Performing Arts, the PKS resolution calls for a 6 FTE reduction, but the bumping chart identifies employees in 6.8 FTE; in K-5 classroom services, the PKS resolution states a 32 FTE reduction, while the bumping chart identifies 32.6 FTE in reductions; in high school English, the PKS resolution calls for a reduction of 4 FTE, but the bumping chart identifies 12.8 FTE. All told, UESF identifies 14 areas in which the bumping chart goes deeper than the PKS resolution and, in total, the bumping chart identifies 177.5 FTE in reductions in instructional services while the PKS resolution calls for 140 FTE in reductions.

UESF argues that the district may not exceed the reductions called for in the PKS resolution. UESF is correct, as the district acknowledges in its reply brief. The district states that it has no intent pursue layoffs in excess of those authorized by the PKS resolution. UESF argues that if a fractional FTE remains after accounting for layoff of the most junior employees in any program or service, that fractional FTE should be retained by the most senior employee subject to layoff. In its reply brief, the district states that it accepts UESF's argument.

#### *Seniority/bumping issues*

7. UESF asserts that the district exceeded its authority "by exempting certain teachers on special assignment from the list of services." (Teachers on special assignment are referred to by the parties as "TSA's.") Although its argument is not completely clear, UESF appears to argue that while the district has identified some TSA's for layoff, it did not issue preliminary notices to three TSA's who, by virtue of their seniority dates, should have been noticed. Based upon a document that UESF attached to its brief and labeled "Exhibit 2," UESF's asserts that Matthew Attaway, Robert Rankin, and Gloria E. Sagastume all have a seniority date of August 19, 2009, and should have been given preliminary layoff notices.

The document attached to UESF's brief as Exhibit 2 is not a hearing exhibit and was never offered or admitted into evidence. UESF states the contents of Exhibit 2 are based on the seniority lists that were admitted into evidence, but that is not the case. The seniority lists admitted into evidence establish that Attaway's seniority date is November 13, 2008, that Rankin's seniority date is August 20, 2008, and that Sagastume's seniority date is August 22, 2007. There is no contrary evidence. UESF's argument that Attaway, Rankin and Sagastume were improperly retained is not supported by the evidence.

8. UESF asserts that the evidence is inconsistent on the seniority cutoff date for the layoffs in the area of K-5 classroom services. UESF notes that in the district's Exhibit 26 ("Seniority Date Analysis by Credential Area for Respondents"), the seniority cutoff date for

teachers with a multiple subject credential is August 19, 2009. UESF argues that, in the area of K-5 classroom services, “one would expect that the most senior person in that group would have a seniority date of August 19, 2010 [*sic*], according to Exhibit 26. That is not the case. The most senior person, Ashley Freeman, has a seniority date of August 9, 2010.” This “discrepancy,” UESF argues, between August 9 and August 19, 2010, affects 26 individuals who have a first date of paid service between those dates.

UESF’s argument is based on a misreading of Exhibit 26. Exhibit 26 identifies the seniority date of the most senior person with a multiple subject credential who is subject to layoff. That date is August 19, 2009, not August 19, 2010, as UESF states in its brief. The fact that Ashley Freeman, the most senior person subject to layoff from K-5 classroom services, has a seniority date of August 9, 2010, is not inconsistent with Exhibit 26; K-5 classroom services is not the only area in which the services of teachers with multiple subject credentials are being reduced.

### *Skipping issues*

9. Despite the general principle that employees must be laid off in the inverse order of their seniority, Education Code section 44955, subdivision (d), allows a district to deviate from seniority and “skip” junior employees under certain circumstances.

10. Resolution No. 113-1S01a establishes the district’s skipping criteria. The resolution states:

[P]ursuant to Education Code § 44955(d)(1), it will be necessary to retain the services of certificated employees in the 2011-2012 school year regardless of seniority, who possess credentials, special training, and experience, and qualifications needed for and who are currently assigned in this 2010-2011 school year to render service in the following programs:

- All certificated employees possessing and teaching under a clear, preliminary, intern or emergency single subject mathematics credential during the 2010-2011 school year;
- All certificated employees possessing and teaching under a clear, preliminary, intern or emergency single subject science credential during the 2010-2011 school year;
- All certificated employees possessing and teaching under a clear, preliminary, intern or emergency special education credential during the 2010-2011 school year;

- All certificated employees serving in a bilingual education classroom and possessing and teaching, during the 2010-2011 school year under a clear, preliminary, intern or emergency Bilingual Cross Cultural Language and Academic Development (BCLAD) Certification.

11. UESF asserts that respondent Hannah Lingrell should have been skipped under the criterion for teaching in a bilingual classroom. The evidence established, however, that although Lingrell has a BCLAD, she is not presently teaching in a bilingual classroom. She is teaching English Language Development. Under the district's skipping criteria, a teacher is not eligible to be skipped unless she is presently teaching in a bilingual classroom, and Lingrell is not. Lingrell is not eligible to be skipped.

12. UESF asserts that, in administering the reductions in K-5 classroom services, the district impermissibly skipped Instructional Reform Facilitators (IRF's), a service not identified in the district's skipping criteria. In its brief, UESF notes that the most senior teacher identified for layoff in the category of K-5 classroom services is respondent Ashley Freeman with a seniority date of August 9, 2010, and then identifies 11 teachers assigned as IRF's and their seniority dates. UESF's argument appears to be that these 11 teachers are junior to Freeman and that they should be laid off in the reduction of K-5 classroom services. UESF asserts that they were not laid off as part of those reductions because they were invalidly skipped.

UESF's argument is not persuasive on several grounds. Two of the teachers identified by UESF, Altshuler and Young, are senior to Freeman (Altshuler, August 19, 2009, and Young, August 17, 2009). Six of the remaining nine teachers identified by UESF are not assigned to elementary schools, but instead teach in a middle school, high school or college prep academy (Duffy, Collins, Tobler, Twiest, Rosen, and Speid). It is true, as UESF asserts, that the remaining three teachers, Fireman, Harman and Riley Mendoza, are IRF's assigned to elementary schools and are junior to Ashley Freeman, the most senior K-5 classroom teacher subject to layoff. But, as UESF acknowledges in its brief, IRF's are not assigned to the classroom. IRF's are not included in the PKS resolution's category of K-5 classroom services. Fireman, Harman and Riley Mendoza were not improperly skipped.

Perhaps UESF's argument is that the K-5 classroom teachers senior to Fireman, Harman and Riley Mendoza should be able to bump into their positions as IRF's. If that is UESF's argument, the evidence does not support it. Evangeline Sagastume, the district's Executive Director for Certificated Recruitment and Staffing, testified that particular qualifications are necessary to be an IRF. Her testimony was credible and uncontradicted. The burden is on the senior employee to demonstrate that he or she is qualified to bump into the position of a junior employee. (Ed. Code, § 44955, subd. (b); *Moreland Teachers Assn. v. Kurze* (1980) 109 Cal.App.3d 648, 655.) No such evidence was offered by any teacher providing K-5 classroom services.

### *Classification issues*

13. The district has classified the respondents identified on Appendix B as temporary employees. Unlike permanent and probationary employees, temporary employees are not entitled to the procedural protections granted by Education Code sections 44949 and 44955. (Ed. Code, §§ 44954, 44955, subd. (a).) The district sent the employees listed on Appendix B “precautionary” layoff notices and served them with the accusation to allow them to challenge their classification in this proceeding. None of these respondents challenged his or her classification.

### *Stipulations*

14. The parties stipulated that Endora Lee is a permanent employee and not subject to layoff.

15. The parties stipulated that the district will revise its records to reflect that respondent Susanna Morgan is an art teacher, not a music teacher.

16. The parties stipulated that the district will revise its records to reflect that Mary Ann Skrivanich is an ELD teacher, not a literacy specialist.

### *Other matters*

17. On or before March 15, 2010, the district gave written notice to respondents of the recommendation that their services will not be required for the 2011-2012 school year. The reasons for the recommendation were set forth in these preliminary layoff notices.

18. Respondents filed timely requests for hearing to determine if there is cause for terminating their services for the 2011-2012 school year. An accusation was served on respondents, all of whom filed timely notices of defense. All prehearing jurisdictional requirements have been met.

19. The cause for the reduction in particular kinds of services relates to the welfare of the schools and the pupils thereof.

20. Except as otherwise permitted by statute, no permanent employee is being terminated while any probationary employee, or any other employee with less seniority, is being retained to render a service which the permanent employee is certificated and competent to render.

21. Any contentions raised by respondents and not discussed above have been found to be without merit and are hereby rejected.

## LEGAL CONCLUSIONS

1. No cause exists to skip respondent Hannah Lingrell. (Finding 11.)
2. Cause exists to dismiss the accusation against respondent Endora Lee. (Finding 14.)
3. Cause exists to order that the district's records be corrected to reflect that respondent Susanna Morgan is an art teacher, not a music teacher. (Finding 15.)
4. Cause exists to order that the district's records be corrected to reflect that respondent Mary Ann Skrivanich is an ELD teacher, not a literacy specialist. (Finding 16.)
5. The respondents identified on Appendix B have been classified as temporary employees. (Finding 13.) Because the provisions of Education Code sections 44949 and 44955 apply only to probationary and permanent employees, the respondents shown on Appendix B are not entitled to the protections afforded by those sections and it is not necessary to decide whether there is cause for not reemploying them for the 2011-2012 school year. The district may, but is not required to, give them notice that their services will not be required for the 2011-2012 school year.
6. Cause exists because of the reduction or elimination of particular kinds of services pursuant to Education Code sections 44949 and 44955 to give notice to the remaining respondents that their services will not be required for the 2011-2012 school year. The cause relates solely to the welfare of the schools and the pupils thereof within the meaning of Education Code section 44949.

## ORDER

1. The accusation against respondent Endora Lee is dismissed.
2. The district shall correct its records to reflect that respondent Susanna Morgan is an art teacher, not a music teacher.
3. The district shall correct its records to reflect that respondent Mary Ann Skrivanich is an ELD teacher, not a literacy specialist.

4. Notice may be given to respondents in 279 FTE positions (139 FTE in administrative services and 140 FTE in instructional services) that their services will not be required for the 2011-2012 school year because of the reduction or elimination of particular kinds of services.

DATED: \_\_\_\_\_

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DAVID L. BENJAMIN  
Administrative Law Judge  
Office of Administrative Hearings



**Name**

Aaland, Jessalyn Christine  
Abdelhamid, Rahima  
Adisa, Karimah N.  
Allen, Anthonia Elizabeth  
Altshuler, Dana S.  
Angus, Kathleen Rae  
Apostol, Noelle Dawn  
Armstrong, Christine Kyong-Joo  
Arroyo, Alejandro Federico  
Arroyo, Vincent  
Audap, Susan Margaret  
Azelvandre, Ahdana Wright  
Babiera, Djuna Ecarma  
Ball, Christina Maria  
Barrera, Miguel Angel  
Barrie, Lisa M.  
Bell, Ananda Benjamin  
Godwin  
Berenstein-Sibley, Cindy  
Bjorklund, Amelia Beth  
Bolthouse, Rebecca J.  
Boyd, John Douglas  
Boyle, Angela Mary  
Bradford, Michael David  
Bullard, Doug  
Burke, Catherine T.  
Caenepeel, Patrick Michael  
Campos, Omar  
Castillo, Jose Isaac  
Cervone, Monina C-S  
Chan, Christina Shau Len  
Chavez, Laura P.  
Chavez, Laura P.  
Chong, Fong  
Chubin, Wayne W.  
Coghlan, Patrick F.  
Cohen, Leah  
Coleman, Rashaida Nicole  
Collier, Michael  
Collins, Alison Munford  
Conley, Elmo F.

## Appendix A

Corsinotti, David Leonard  
Cosimano, Michael  
Cruz, Gary Ofilio  
Daniels, Darius X.  
Dankner, Rebecca Elise  
Dave, Minauti P.  
De Folco, Therese Michelle  
Neider  
De Folco, Therese Michelle  
Neider  
De Franco, Dana Denise  
De Rham, Elizabeth Mansari  
de Sousa, Karen W.  
Decker, Evan James  
Delgado, Chela M.  
Dick, Stuart Elliott  
Dinapoli, Lisa Angela  
Doyle, Jack Erwin  
Dudash, Tawnya R.  
Duffy, Michele Marie  
Durquet, Marie  
Dyhrberg, Liselotte  
Edwards, Deborah Stanley  
Emilianowicz, Kimberly E.  
Estes, James Michael  
Evans, Alyson  
Fatemi, Kian B.  
Feit, Joana D.  
Ferguson, Kristin Danielle  
Dimaria  
Fierro, Shannon R.  
Fireman, Elisa Michele  
Fitzgerald, Amelia Rosemary  
Nevis  
Fitzsimons, Matthew C.  
Fletcher, Regina Lynn  
Fox, Brett A.  
Frazee, Julie K.  
Free, Ron James  
Freeman, Ashley Nicole  
Fujiwara, Emma Sekiko  
Garcia, Luciane V.  
Gardner, George Allison

Garza, Julieta  
 Gava, Brianna Lynne  
 Gibson, Jenny Chang  
 Giovannelli, Catherine Marie  
 Gipson, Steven Glen  
 Gotanco, Lawrence P.  
 Gottesfeld, Amy Brooks  
 Greenbaum, David M.  
 Griffith, Sarah Hand  
 Gundran-Rosales, Theresa A.  
 Halperin, Mackenzie Anne  
 Hamdard, Shawn  
 Hankle, Steven P.  
 Hankle, Steven P.  
 Hardee, Stephen S.  
 Harman, Allison L.  
 Harrington, Allison Nicole  
 Harris, Jonathan W.  
 Hartigan, Carolyn A.  
 Hatfield, Lindsay A.  
 Hayslip, Christopher J.  
 Hernandez, Kirstin B.  
 Hilinski, Jeremy Brian  
 Hitchman, Suzanne M.  
 Hoang, Robert Andrew  
 Hodges, Kendra Mariah  
 Hoogasian, Kathleen Marie  
 Hugo, Katherine Anne  
 Jaeger, Elizabeth Reuter  
 Janney, Linda Kladky  
 Jensen, Jeffrey Carroll  
 Jimenez, Giovanni A.  
 John, Richard Gregory  
 Jordheim, Jenna L.  
 Juri, Patricia Margaret  
 Kasner, Kimberly E.  
 Kaune, Aundrea L.  
 Kavanagh, Staci Marie  
 Kawaii, Darren Anthony  
 Khaziran, Stephanie  
 Klein, Jonah David  
 Kovar, Erin Kimberly  
 Kumar, Puja  
 Kurtcu, Wanda  
 Lajoie, Tessa M.

Lambert, Melissa Anne  
 Langley, Caitlin M.  
 Lara-Cea, Helen Elizabeth  
 Laurence, Leslie Shayna  
 Law, Benjamin S.  
 Le, Jacqueline  
 Lee, Endora  
 Leofanti, Carolyn  
 Li, Katie Yue Sum  
 Lingrell, Hannah Renee  
 Liu, Yang  
 Lockett, Virgil Lee  
 Loeb, Miller Anne  
 Lotia, Lea Aquil  
 Low, Meiquin Mellisa  
 Lowe, Jennifer M.  
 Mackey, Megan Therese  
 Madrigal, Nancy  
 Makeba, Talibah-Awele Ruth  
 Mansfield, Deborah I.  
 Marshall, Diana Leigh  
 Martin, Margaret Pauline  
 Martinez, Robert D.  
 McClain, Mary S.  
 McGirr, Heather  
 McMahan, Jeffrey R.  
 Meitz, Curtis Stephen  
 Mickley, Kate C.  
 Miller, Hannah V.  
 Milleza, Gabrielle  
 Milosky, Sheila S.  
 Milstead, Jill Dianne  
 Monaghan, Josephine Pearl  
 Moore, Stephen A.  
 Morgan, Susanna Kathleen  
 Mueller, Brenda Jean  
 Mueller, Monica C.  
 Nankin, Ilana Deborah  
 Naranjo, Phill D.  
 Newling, Mary-Louise  
 Ng, Monica May Fang  
 Norton, Donald E.  
 O'Connor, Sheila Renee  
 Ogden Daniel, Carmen M  
 Olson, Roger Stig

Orbelian, Marcia Paulsen  
 Ouyang, Jian Fu  
 Owens, Jason Allen  
 Papatolicas, Shane A.  
 Paratore, Gerald L.  
 Perez, Vanessa C.  
 Pernik, Zhanna  
 Perry, Scott Stephan  
 Perry, Scott Stephan  
 Persley, Shannon Brett  
 Phero, Amber Elaine  
 Pierce, Yvonne Kore  
 Raeder, Jennifer S.  
 Rasul, OsMaun  
 Raupers, Elizabeth N.  
 Redd, Danielle L.  
 Reilly, Brendan C.  
 Rico, Catherine Carmen  
 Riley Mendoza, Robert Henry  
 Rising, Letty M.  
 Rodriguez, Molly Ruth  
 Rosen, Wenying  
 Rossman, Leah Marie  
 Rossman, Leah Marie  
 Ryan, Susan Elizabeth  
 Sakura, Aiko  
 Sakura, Aiko  
 Saldana, Crystal Anne  
 Sanchez, Frank Joseph  
 Saunders, Sue Ellen  
 Schiff, Gael  
 Seligson, Walker K.  
 Sendejo, Christina  
 Simard, John R.  
 Simon, Laverne Hedy  
 Sinai, Vanessa S.  
 Singh, Bobby Dulai  
 Skrivanich, Mary Ann  
 Smith, Amanda Grace  
 Sobko, Sophia  
 Speid, Tricia Ruby  
 Stoltz, Megan Ann  
 Storm, Claire M.  
 Sumner, Nicole Ariane  
 Sussman, Kerry Laura

Swartzlander, Monica Joy  
 Talbot, Scot Whitney  
 Tang, Christina  
 Thongma, Methinee  
 Thurston, Lauren Elizabeth  
 Timerman, Aimee Lynn  
 Toan, Vincent  
 Tobler, Kalin Sue  
 Toofer, Doreen  
 Toor, Jasbir Andrea Kaur  
 Traver, Elizabeth A.  
 Travisano, Matthew Thomas  
 Travisano, Matthew Thomas  
 Triplis, Theodora Andrea  
 Truong, Si Tien  
 Tucker, Dominique Ariane  
 Twiest, Sarah Elizabeth  
 Valdez, Yvonne  
 Van Dyke, Emily M.  
 Van Haren, Lena L.  
 Vanegas-Grimaud, Luvy C.  
 Vanegas-Grimaud, Luvy C.  
 Veinbergs, Karen  
 Vignaux, Paul  
 Wantorek, Michael David  
 Wantorek, Michael David  
 Wantorek, Michael David  
 Warner, Timothy Paul  
 Washington, Melvin Harris  
 Wedge, Todd Ryan  
 Wedge, Todd Ryan  
 Weis, Aaron J.  
 Wentworth, Colleen Mary  
 Windham, Robert  
 Won, Timothy Scott  
 Wong, Liana Jane  
 Woo, Johanna Hua  
 Yamamoto, Michelle Helene  
 Young, Lynne D.  
 Young, Manuel R.  
 Zamora, John Conrad  
 Zampino, Alison R  
 Zubia, Jennifer Ani  
 Zwettler, Gabriel J.

## Appendix B

### Name

Aceves, Consuelo  
 Ahumada, Veronica Alicia  
 Alvarado-Morse, Jhina  
 Ames, Michael D.  
 Anderson, Susan Caroline  
 Ando, Reiko  
 Baker, Karen R.  
 Barclay, Melissa Ann  
 Bargagna, Chiara Rose  
 Barisonek, Kevin Matthew  
 Barma, Katrina Lyn  
 Barrios, Amy Alton  
 Benisano, Elizabeth A.  
 Buchanan, Sarah Lisa  
 Buffington, Amy Renee  
 Burns, Katherine  
 Caalaman, Richard A.  
 Camp, Rodric W.  
 Carter, Kaleena Allyn  
 Carter, Vanessa L.  
 Carter, Vanessa L.  
 Cate, Aaron Christopher  
 Cate, Aaron Christopher  
 Chance, Cristina Cora Jo  
 Chew, Malvin G.  
 Christensen, Sarah Marie  
 Walker  
 Coen, Marri Anne  
 Cohen, Alisa C.  
 Cooks, Linda G.  
 da Silva, Debora N.  
 Dalton, Ann  
 Davenport, Mark Stanley  
 D'Orazio, Tiffany L.  
 Dowd, Jason William  
 Ellingson, James David  
 Fagundes, Victor G.  
 Farrell, Catharine F.  
 Flanagan, Steve J.  
 Foulz, Jennifer Anne

Fu, Yan  
 Gibson, Matthew J.  
 Godden, Laura Elise  
 Gonzalez Garcia, Jose  
 Gregor, Denise A.  
 Grossberg, Emily Krauss  
 Guerin, Jessica Lynn  
 Hansen, Anna L.  
 Harris, Lyra Teresa  
 Harris, Lyra Teresa  
 Hartley, Kenneth A.  
 Helmers, Jessica Anne  
 Henning, Paula S.  
 Hidalgo, Yvonne E.  
 Holway, Teresa M.  
 Hom, Kimberley J.  
 Howell, Kristen Mary  
 Jilek, Jennifer Ann  
 Ko, Alice E.  
 Lai, Sandy Sao Chi  
 Lam, Carmen Ka Man  
 Lauer, Emily  
 Leary, Jessica M.  
 Ledesma, Alejandro Garcia  
 Leung, Jessica  
 Lin, Deborah Vicky  
 Lin, Wei Jian  
 Lisha, Alexandra Williams  
 Magsanay, Debbie E.  
 Martini, Michael A.  
 Mascarenaz, Lauren Marie  
 McCullough, Emily Marie  
 McCullough, Emily Marie  
 Mendonca, Patrick T.  
 Metivier, Sandra L.  
 Mitchell, Shona Frances  
 Morimoto, Ryoko  
 Munger, Nathan T.  
 Ng, Donna  
 Nguyen, Nhung Thi  
 Nunez, Damian Alejandro

Nunez, Damian Alejandro  
Ong, Marilyn Tan  
Palasek, Michelle K.  
Pasker, Daniel J.  
Pettibone, Kathleen Ann  
Pong, Jonathan T.  
Ramilo, Charitylynn B.  
Ramos, Anai W.  
Rausch, Renee L.  
Ravizza, Nina E.  
Razak, Farah Lisa  
Reardon, Michelle Ann  
Reed, Aimee Felica  
Regos, Dalia Hinde  
Rehling, Gwendolyn L.  
Ricketts, Bessie M.  
Romero, Dayan  
Romero, Dayan  
Sadja, Sheera A.  
Safran, Lisa Ellen  
Sanford, Vida Merwin  
Saracino, Joanna M.  
Savard, Heather Lynn  
Schreib, Zachary Warren  
Shomper, Kelly Louise  
Snyder, Danielle Kate  
So, Stephen J.  
Soliz, Jennifer Nicole  
Sowyrda, Melanie Rachel  
Stats, Denise Michelle  
Stremberg, Kristian P.  
Tapia-Long, Celia  
Tartaglione, Jennifer Anne  
Thormahlen, Melissa Elyce  
Tsang, Randolph Kinman  
Tuason, Jason Noel T.  
Turner, Ryan W  
Valentin, Fe Liza  
Valentin, Fe Liza  
Valle, Lillian  
Vernace, Kristen N.  
Waterbury, Janneth L  
Weinstein, Lori M.

Wherity, William Mordaunt  
Williams, Kim Elizabeth  
Wong, Stefanie Caryan  
Young, Judith Ann

## Appendix C

	Particular Kinds of Services	Equivalent positions including preparation and travel periods	Division Total	Total
<b>I.</b>	<b>Administrative Services</b>			
	Reduce Deputy Superintendent	1.00		
			<b>1.00</b>	
	Reduce Associate Superintendent - Academic & Professional Development	1.00		
	Reduce Associate Superintendent - Student Support Services	1.00		
			<b>2.00</b>	
	Reduce Assistant Superintendent - Academics & Professional Development	1.00		
	Reduce Assistant Superintendent - Elementary School Operations	3.00		
	Reduce Assistant Superintendent - Middle School Operations	1.00		
	Reduce Assistant Superintendent - High School Operations	1.00		
	Reduce Assistant Superintendent - LEAD	2.00		
			<b>8.00</b>	
	Reduce Chief-Child Development Programs	1.00		
			<b>1.00</b>	
	Reduce Senior Executive Director - Labor Relations	1.00		
			<b>1.00</b>	
	Reduce Executive Director - APD	1.00		
	Reduce Executive Director - Charter/Small School by Design	1.00		
	Reduce Executive Director - Child Development Program	1.00		
	Reduce Executive Director - Educational Placement Center	1.00		
	Reduce Executive Director - Elementary Instructional Support & Operations	4.00		
	Reduce Executive Director - Middle School Instructional Support & Operations	1.00		
	Reduce Executive Director - High School Instructional Support & Operations	1.00		
	Reduce Executive Director - Human Resources Administrative Services	1.00		
	Reduce Executive Director - Human Resources Certificated Staffing	1.00		
	Reduce Executive Director - LEAD	1.00		
	Reduce Executive Director - Parent Relations	1.00		
	Reduce Executive Director - State & Federally - Funded Project	1.00		
	Reduce Executive Director - Student Support Services	1.00		
			<b>16.00</b>	
	Reduce Director - LEAD	1.00		
	Reduce Director - Policy & Operations	1.00		
	Reduce Director - Student Support Services - Prevention	1.00		
			<b>3.00</b>	

	Reduce Supervisor - APD	4.00		
	Reduce Supervisor - Assessment & Accountability	1.00		
	Reduce Supervisor - Special Education	5.00		
	Reduce Supervisor - Student Support Services	1.00		
			<b>11.00</b>	
	Reduce Program Administrator - APD	7.00		
	Reduce Program Administrator - Assessment & Accountability	2.00		
	Reduce Program Administrator - Policy & Operations	1.00		
	Reduce Program Administrator - Special Education	1.00		
	Reduce Program Administrator - Student Support Services	6.00		
			<b>17.00</b>	
				<b>60.00</b>
	Reduce Child Development Program - Site Manager	2.00		
			<b>2.00</b>	
	Reduce Elementary School - Principal	28.00		
	Reduce Elementary School - Assistant Principal	10.00		
			<b>38.00</b>	
	Reduce Middle School - Principal	8.00		
	Reduce Middle School - Assistant Principal	8.00		
			<b>16.00</b>	
	Reduce High School - Principal	8.00		
	Reduce High School - Assistant Principal	15.00		
			<b>23.00</b>	
				<b>79.00</b>
	<b>Subtotal for Administrative Services</b>	<b>139.00</b>		
	<b>Total for Administrative Services</b>		<b>139.00</b>	<b>139.00</b>
<b>II.</b>	<b>Elementary School Program</b>			
	<b>Reduce the Elementary School Non-Classroom Program as follows:</b>			
	Reduce Computer Technology Integration Specialist	1.00		
	Reduce Nurses	1.00		
	Reduce Resource Teachers-Literacy	2.00		
	Reduce Social Workers	2.00		
	Reduce Teacher on Special Assignment-Academic Professional Development Program	4.00		
	Reduce Visual Arts and Performing Arts Program-Star Initiative	6.00		
	<b>Subtotal for Elementary School Non-Classroom Programs</b>		<b>16.00</b>	
	<b>Reduce the Elementary Classroom Program as follows:</b>			
	Reduce Art Program	3.00		
	Reduce Music Program	1.00		
	Reduce Physical Education	1.00		
	Reduce Kinder Services	2.00		
	Reduce 1st Grade Services	3.00		

	Reduce 2nd Grade Services	3.00		
	Reduce 3rd Grade Services	8.00		
	Reduce 4th Grade Services	8.00		
	Reduce 5th Grade Services	8.00		
	<b>Subtotal for Elementary School Classroom Programs</b>		<b>37.00</b>	
	<b>Total for Elementary School Programs</b>		<b>53.00</b>	<b>53.00</b>
<b>III.</b>	<b>Middle School Program</b>			
	<b>Reduce the Middle School Non-Classroom Program as follows:</b>			
	Reduce Computer Technology Integration Specialists	1.00		
	Reduce Counselors	6.00		
	Reduce Librarians	1.00		
	Reduce Nurses	1.00		
	Reduce Social Workers	2.00		
	Reduce Teacher on Special Assignment-Academic Professional Development Program	2.00		
	<b>Subtotal for Middle School Non-Classroom Programs</b>		<b>13.00</b>	
	<b>Reduce the Middle School Classroom Program as follows:</b>			
	Reduce Art (Secondary Level)	3.00		
	Reduce English (Secondary Level)	3.00		
	Reduce Music (Secondary Level)	2.00		
	Reduce Physical Education (Secondary Level)	1.00		
	Reduce Social Science (Secondary Level)	3.00		
	Reduce 6th Grade Language Arts/Social Studies Core	8.00		
	Reduce 7th Grade Language Arts/Social Studies Core	8.00		
	Reduce 8th Grade Language Arts/Social Studies Core	8.00		
	<b>Subtotal for Middle School Classroom Programs</b>		<b>36.00</b>	
	<b>Total for Middle School Programs</b>		<b>49.00</b>	<b>49.00</b>
<b>IV.</b>	<b>High School Program</b>			
	<b>Reduce the High School Non-Classroom Program as follows:</b>			
	Reduce Counselors	4.00		
	Reduce Librarians	1.00		
	Reduce Teacher on Special Assignment-Academic Professional Development Program	4.00		
	<b>Subtotal for High School Non-Classroom Programs</b>		<b>9.00</b>	
	<b>Reduce the High School Classroom Program as follows:</b>			
	Reduce Art (Secondary Level)	3.00		
	Reduce Cantonese (Secondary Level)	1.00		
	Reduce English (Secondary Level)	4.00		
	Reduce Italian (Secondary Level)	1.00		
	Reduce JROTC - Junior Reserve Officer Training Corps	9.00		



	Reduce Mandarin (Secondary Level)	1.00		
	Reduce Music (Secondary Level)	2.00		
	Reduce Physical Education (Secondary Level)	1.00		
	Reduce Social Science (Secondary Level)	4.00		
	Reduce Spanish (Secondary Level)	3.00		
	<b>Subtotal for High School Classroom Programs</b>		<b>29.00</b>	
	<b>Total for High School Programs</b>		<b>38.00</b>	<b>38.00</b>
	<b>TOTAL REDUCTIONS FOR ALL PROGRAMS</b>			<b>279.00</b>